



1999 - 2001 Biennial Report

Department of Transportation
State of Wisconsin



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Report of the Secretary

Wisconsin Department of Transportation

October 15, 2001

TO: The Honorable Scott McCallum, Governor of Wisconsin
Members of the Legislature
People of Wisconsin

The attached 1999-01 Biennial Report describes the scope and nature of activities of the Wisconsin Department of Transportation (WisDOT) during the past two years. The report outlines WisDOT's organization, reviews WisDOT's performance and operation, and describes the department's goals and objectives for the 2001-2003 biennium.

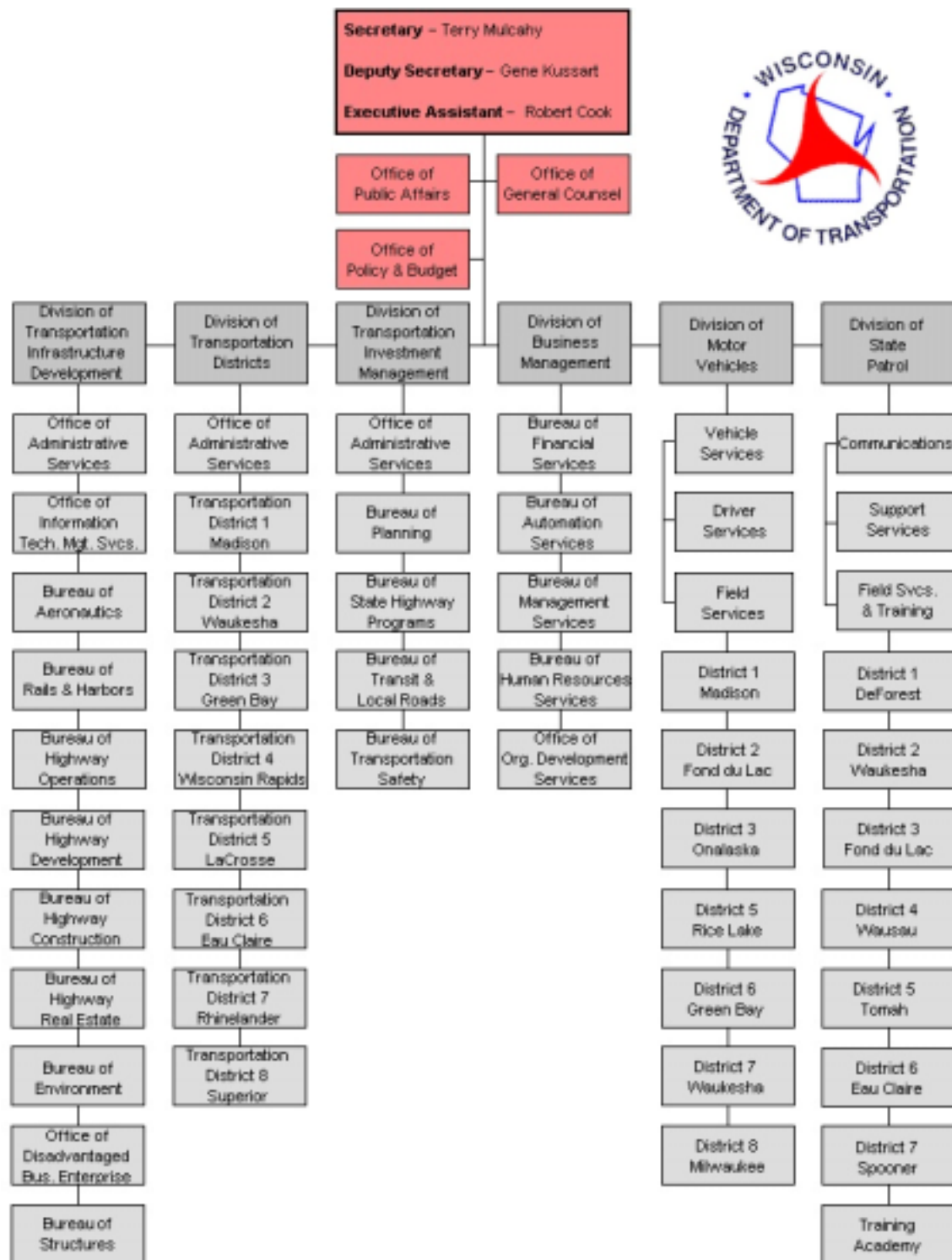
I believe the report provides a good summary of WisDOT's role and responsibilities in state government. It also captures the department's progress in fulfilling the roles and responsibilities authorized and mandated by the Legislature, and reflects the considerable influence recent strategic planning efforts have had on departmental operations.

Inquiries and comments about the WisDOT's programs and services are welcomed. Key contact persons are listed on page 19 of this report.

A handwritten signature in black ink, reading "Terry Mulcahy". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Terry Mulcahy, P.E., Secretary
Department of Transportation

WisDOT Organization Chart



Department of Transportation

Strategic Directions

Mission

Provide leadership in the development and operation of a safe and efficient transportation system.

Vision

Dedicated people creating transportation solutions through innovation and exceptional service.

Values

Accountability – Being individually and collectively responsible for the impact of our actions on resources, the People we serve, and each other.

Attitude – Being positive, supportive and proactive in our words and actions.

Communication – Creating a culture in which people listen and information is shared openly, clearly, and timely- both internally and externally.

Excellence – Providing quality products and service that exceed our customers' expectations by being professional and the best in all we do.

Improvement – Finding innovative and visionary way to provide better products and services and measure our success.

Integrity – Building trust and confidence in all our relationships through honesty, commitment and the courage to do what is right.

Respect – Creating a culture where we recognize and value the uniqueness of all our customers and each member of our diverse organization through tolerance, compassion, care and courtesy to all.

Teamwork – Creating lasting partnerships and working together to achieve mutual goals.

From these eight core values six emphasis areas were chosen to guide business planning in each of the divisions. These emphasis areas are maintain a quality workforce, anticipate and meet our customers' needs, increase efficiency, promote transportation safety, foster a comprehensive view of transportation needs, and strengthen partnerships.

Department-Wide Achievements

For the third consecutive year, WisDOT applied for the Wisconsin Forward Award. In 2000, WisDOT earned a proficiency award for its quality initiatives.

The Forward Award is a program established in 1998 to annually recognize Wisconsin organizations for significant achievements in continuous improvement and performance excellence. The Wisconsin Forward Award is patterned after the Malcolm Baldrige National Quality Award. It adopts the Baldrige Criteria for Performance Excellence as the basis for Forward Award recognition.

WisDOT was the first state agency to apply for the award and subsequently conducted a successful Strategic Planning Event involving many Department employees. This second such event spurred new Departmental quality measures to increase productivity and efficiency. Also, the Department has established Departmental performance measures benchmarked against other similar organizations that are tied to the strategic plan emphasis areas.

Wisconsin joins over 40 other states that use the Baldrige Criteria for awards and recognition. The criteria provide consistent and rigorous standards, a proven measurement system, and benchmarks for organizations serious about improving performance and competing in the global economy. The award recognizes the Department's efforts to measure many facets of its operations. These initiatives include:

- The Division of Motor Vehicles measures customer satisfaction monthly using an index of important customer service elements. A threshold is established for each element. Results are shared within the Division and with Department management and are the basis for changes to improve services.
- Due to Department enforcement, education and engineering, the rate of fatalities on state highways is declining. While the number of fatalities has increased, the rate of fatalities is declining given the increased number of miles traveled. Benchmarked against the national average, Wisconsin is consistently better.
- An important measure of financial effectiveness is the return of federal Highway Trust Fund money to Wisconsin. Our return exceeded 100% in recent years and our ranking recently improved compared to other states' return.
- The cost of design and engineering services to deliver a highway project is benchmarked between the Department and the private sector. For three of the last four years, WisDOT engineering costs have been below or even with the private sector. In addition, benchmarking shows that the percentage of total project cost attributable to engineering has been decreasing.

Office and Division Reports

Executive Offices

Terry Mulcahy, P.E., is Secretary of the Wisconsin Department of Transportation (WisDOT). Gene E. Kussart is Deputy Secretary, Robert J. Cook is Executive Assistant.

Terry Mulcahy was appointed Secretary of Transportation in April 2000. He came to the top post with over 40 years experience in the Department, having served in a number of technical and management positions, including most recently as the Deputy Secretary. He has achieved national prominence in promoting the integration of passenger rail into the nation's transportation system; he chairs the American Association of State Highway and Transportation Officials (AASHTO) Standing Committee on Highway Traffic Safety, and also serves on AASHTO's Standing Committee on Aviation and is vice-chair of the Wisconsin Land Council, a public-private board examining land use issues in the state.

The Secretary plans, directs, coordinates and executes the statutory assignments of WisDOT, making Departmental appointments according to state law. He is the Governor's designated highway safety representative and gubernatorial secretary of the Mississippi River Parkway Commission.

The **Office of the Secretary** provides overall direction to WisDOT's programs, with the goal of providing adequate, efficient and environmentally sound movement of goods and people. The Secretary submits WisDOT's budget to the Governor, directs the legislative program and develops long-range plans for transportation development and maintenance.

The **Office of General Counsel (OGC)** provides legal advice, counsel and assistance to the Secretary and divisions of WisDOT. OGC coordinates legal affairs with the Governor's

Office, the Department of Justice, the Department of Administration and other local, state and federal offices. OGC researches and prepares legal opinions and administrative rules, researches and drafts proposed legislation, and assists the Secretary's Office in identifying needs and formulating the Department's legislative program.

The **Office of Public Affairs (OPA)** provides a wide range of public communications services and oversees the planning of statewide public involvement programs, news conferences, and public information meetings to announce and explain WisDOT's programs and policies. OPA assists the Secretary's Office in communicating its position on key state and federal policy, planning and budget initiatives. It coordinates transportation-related public appearances and events by the Governor and Secretary; provides media and public relations support to the divisions; and disseminates information to the public through a variety of means.

The **Office of Policy and Budget (OPB)** coordinates policy issues for the Secretary's Office. It staffs inter-agency task forces and major study committees. OPB works with congressional staff, federal agencies, and other state DOTs analyzing major policy issues. OPB manages the development of WisDOT's biennial budget, analyzes DOT budget issues, prepares WisDOT's formal budget submission and provides explanation to the Governor, the Legislature, stakeholder groups and the public while the budget is under review. It also manages the Department's implementation of the biennial budget through an internal operating budget process.

Division of Transportation Investment Management

The mission of the Division of Transportation Investment Management (DTIM) is to plan and program the use of resources to achieve a safe, effective, and efficient intermodal transportation system. DTIM is committed to fostering internal and external partnerships, increasing efficiencies and improving transportation safety.

1999-01 Performance

State Planning Efforts. DTIM completed the State Pedestrian Policy Plan; prepared a Transportation Planning Resource Guide, which provides communities with basic transportation planning related information needed to develop the Transportation Element of their Comprehensive Plan, and make decisions relative to transportation; initiated the development of a 20 year State Rail Plan; and finalized the State Highway Plan

Intelligent Transportation Systems Plan (ITS). Staff completed an ITS modal planning guidelines document which identifies the ITS needs on a statewide basis for the next 10 years. It focuses mainly on the state's urbanized areas and the Corridors 2020 Backbone System. The plan selects and prioritizes ITS solutions to meet the most critical needs based upon congestion and safety criteria.

Wisconsin Information System for Local Roads (WISLR). This biennium saw great progress in the design and development of the local roads design database, now named WISLR. Implementation is planned for the first quarter of 2002.

Wisconsin Employment Transportation Assistance Program (WETAP). A program jointly administered by the Departments of Transportation and Workforce Development

connects low-income workers with and helps employers access workers. Over 1 million rides were generated through forty-four projects, which received \$9 million in WETAP funds.

Transportation Demand Management (TDM). Ten grants totaling \$149, 000 were awarded to local units of government and private sector organizations to provide options to single occupant vehicle travel, promote employment transportation options, and fund transportation management associations. The remainder of the TDM appropriation was used as match for federal JARC funds under the Wisconsin Employment Transportation Assistance Program.

Delivery of Transit Dollars. The Specialized Transportation Assistance Program for Counties provided \$14.3 million to support more than 6.6 million trips for the elderly and disabled. In addition, under the Elderly & Disabled Capital Assistance Program 130 vans and buses were purchased for \$3.5 million in state and federal funds. An additional \$181.2 million in state operating assistance and \$34 million in congressionally earmarked federal discretionary capital funds, were provided to over sixty bus and shared-ride taxi systems in the last biennium. Additionally, the division developed and implemented cost efficiency standards for public transit systems receiving aid under the State Urban Mass Transit Operating Assistance Program.

Safety Programs. Average statewide safety belt use increased from 61% 1998 to 65.3% in November 2000. Deaths and serious injuries due to alcohol decreased from 1,665 in 1988 to 1,657 by the end of 2000. Pedestrian deaths and serious injuries decreased from 450 in 1988 to 403 by the end of 2000. Motorcycle rider deaths and serious injuries

increased from 631 in 1998 to 692 at the end of 2000.

2001-2003 Goals

Long-Range State Transportation Plan.

DTIM will be undertaking the enormous effort of developing a long-range multi-modal transportation plan as an update to Translinks 21. This plan will address all modes of transportation in the state including highways, transit, rail, airports, local roads, bicycle, pedestrian and water, for the next 25-30 years. It will also address a number of policy areas such as land use, environment, economic development, quality of life, aesthetics, environmental justice and funding.

Metropolitan Studies. DTIM is currently involved in a number of major studies in the Milwaukee and Madison metropolitan areas. These studies will involve large fiscal impacts at both the state and local level over the next 20 years. The Department is undertaking a major analysis of the southeastern freeway

system, to determine freeway system reconstruction and freeway system capacity expansion. Alternatives analysis will be conducted between Kenosha and Milwaukee to determine the need for express bus service or commuter rail in this corridor. Alternatives analysis will also be conducted in the Madison metropolitan area of the east/west and the north/south corridors.

Safety Goals. The Division will coordinate, fund and deliver statewide activities to increase: **Seat Belt Use** from 65.3% in 2000 to 68% by the end of 2003. It will coordinate, fund and deliver statewide activities to decrease **Alcohol-Related Fatalities and Serious Injuries** from 1,657 in 2000 to 1,366 by the end of 2003; **Speed-Related Fatalities and Serious Injuries** from 1,827 in 2000 to 1,541 by the end of 2003; **Pedestrian Fatalities and Serious Injuries** from 403 in 2000 to 338 by the end of 2003; and **Motorcycle Fatalities and Serious Injuries** from 692 in 2000 to 588 by the end of 2003.

Division of Transportation Districts

Division of Transportation District staff manages the development and operations of 12,000 miles of state highways and participates in the development and management of local road and all-mode transportation projects. State, federal, and local investments in Wisconsin highway design, construction and maintenance from 1999 – 2001 totaled \$1.3 billion for 1,157 statewide projects.

Additionally, in cooperation with other modal divisions, DTD:

- Manages the safe and efficient operation of the highway system,
- Manages state access activities,
- Develops the six-year state highway program,
- Undertakes transportation studies including environmental impact statements,
- Maintains working relationships with local units of government,
- Represents the Department in local and regional all-mode transportation issues and planning,
- Represents local and regional needs in Departmental processes, and
- Participates in the development of processes, plans, policies and standards.

1999-2001 Performance

In 1999-2001 the Division of Transportation Districts delivered a growing highway program without additional staff and in partnership with consultants.

Engineering Cost Index. Performance measures are strategic tools for the Division of Transportation Districts to achieve efficiencies. The Engineering Cost Index is a

key measure of efficiency. It measures the total design and construction engineering costs of a project from inception to completion. In FY00 and FY01, DTD met its long-term goal set in 1995 to reduce its engineering delivery cost from 32% to 27% in a period of five years.

Program Cost Stability and Program Schedule Stability Indicators. The Division began to use Program Cost Stability and Program Schedule Stability Indicators and a project information system to give project managers and others involved in program delivery the information needed to monitor the cost and schedule of projects.

Consultant Oversight Optimization. The Division initiated an effort to reduce consultant contract oversight by 5 % in the next two biennia. This will result in annual savings of \$350,000 to \$400,000 per year. In addition to lowering consultant contract costs, this effort will also result in: sharing best practices among districts and increasing in-house capacity.

2001-2003 Goals

The goals in DTD's 2001-2002 Business Plan are: to maintain a quality workforce, anticipate and meet customer needs, promote transportation safety, strengthen partnerships, foster a comprehensive view of transportation and increase efficiency. These goals emphasize being more responsive to the public and delivering transportation services and projects more effectively and efficiently.

Efficiency improvements include:

- Development of performance measures for all DTD business areas that do not have them. That includes

planning, operations, and business services.

- The use of resource models to estimate the Division's capacity to deliver services and the demand for products and services. This information is being used for a gap analysis to ensure that the Division is applying resources to the highest value activities and is reducing or stopping applying resources to the lowest value activities.
- Implementation of a project management approach to the management of transportation projects. This is a multi-modal project to improve program delivery and increase the efficiency of the project development process.
- Development of automated time sheets to reduce staff time needed to enter

this data into the time and travel system. This is a multi-division project.

For the 2003-2004 Business Plan, DTD will have three business plan goals to improve efficiency. These are:

- To complete implementation of project management.
- To develop an implementation model for the Division to use when implementing best practices.
- To plan for and implement a better understood, more efficient and more effective resource management system.

Division of Transportation Infrastructure Development

The Division's mission is to ensure the development and safe operation of Wisconsin's airports, harbors, highways and railroads. The Division develops and implements effective processes, policies and standards, provides specialized expertise and performs centralized production activities.

1999-2001 Performance

Major Airport Projects. Dane County Regional Airport's primary runway was reconstructed in 2000 at a cost of \$10.5 million. The parallel taxiways at Green Bay's Austin Straubel Field were extended at a cost of \$5 million. The approach lighting system was rebuilt in Lake Onalaska for LaCrosse Municipal Airport at a cost of \$1.5 million. General Mitchell International Airport in Milwaukee continues to receive approximately \$10 million per year to mitigate the effects of airport noise on the homes and public buildings near the airport. Runways at several general aviation airports were constructed or extended to meet the needs of current airport users, including: Iowa County Airport in Mineral Point, Sawyer County Airport in Hayward, and Prairie du Chien, Monroe and Rice Lake airports.

Freight Rail and Harbor Assistance Programs. The Bureau of Rails and Harbors awarded four grants totaling approximately \$2.2 million for the rehabilitation of three rail lines. The bureau awarded \$12.8 million in loans to two railroads and six shippers under the Freight Railroad Infrastructure Improvement Program (FRIIP). The bureau awarded four grants from the Harbor Assistance Program totaling \$6,053,300: \$800,000 to the Port of Milwaukee, \$4 million to the City of Marinette, \$256,800 to the Town of LaPoint, and \$996,500 to the Town of Campbell.

Rail-Highway Crossing Safety. The Bureau of Rails and Harbors worked with the Office of the Commissioner of Railroads (OCR) and the state's railroads to develop a programming plan for improving crossing safety. State appropriations provided to the OCR for installation of grade-crossing safety improvements were increased from \$450,000 to \$700,000 annually, bringing the appropriation to \$3.4 million annually.

Deer/Vehicle Collision Reduction. The Midwestern Regional University Transportation Center, in cooperation with WisDOT and WisDNR, has begun development of a deer/vehicle collision reduction clearinghouse which will serve as the premier location for obtaining data and information on means to reduce the frequency, severity, and impact of such collisions.

Real Estate Program. The Real Estate Program generated revenue of \$6.1 million in the biennium, of which \$3 million was surplus land sales. Another accomplishment was that three projects were identified to conditionally waive appraisal review on certain parcels. This action is part of a national FHWA initiative to pilot more efficient and flexible ways to acquire real estate.

Disadvantaged Business Enterprise (DBE) Participation and Initiatives. During the biennium, an average of \$39 million annually in federally funded contracts plus an average of \$10.5 million annually in state funded contracts was received by 241 firms. Initiatives with Native American Tribal Nations were expanded to include one additional Summer Transportation Institute for high school youth in Keshena. In addition, WisDOT and its partners conducted the 2nd Annual Summer Career Awareness Program

for over 100 elementary school youth. And finally, federal funds were used to expand the Transportation Alliance for New Solutions Program in Wausau and Antigo to provide training for individuals.

2001 –2003 Goals

Passenger Rail Service. The environmental assessment for Madison and Milwaukee is complete. WisDOT will assist in the effort to establish a passenger rail station at General Mitchell International Airport by early 2003. Expanded passenger rail service between Milwaukee and Chicago and service between Milwaukee and Madison could be in place as early as Mid-2004.

Asset Management. WisDOT will work to build on the national emphasis on asset management and operation of the existing infrastructure. During this biennium the Department will apply a quality assurance and level of service process to establish appropriate funding levels for operating and maintaining the state highway system.

County Relationship. Develop a new foundation for continuing the long-term relationship with counties as partners and service providers to help operate and maintain the state highway system. Specific tasks include resolving concerns about liability, validating the funding process, and establishing performance measurements.

Community Sensitive Design. Community Sensitive Design (CSD) is a collaborative and interdisciplinary process that involves all stakeholders to develop a transportation facility that preserves scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility. WisDOT will obtain input and reactions to CSD concepts from internal and external stakeholders through a series of statewide meetings, refine the facilities development process to incorporate the best practices, and

then train project managers and consultants in CSD techniques.

Access Management (Trans 233). One key component in the areas of safety and preserving the state trunk highway system is the appropriate control of access to it by private parties. Many tools have been developed over time to assist in the process of access management. WisDOT will unify the policies and tools into a complete access management plan.

Continued Development and Implementation of Electronic Bidding.

This e-commerce application supports the \$640 million highway construction program. The overall goal is to develop or enhance existing processes and distribution systems using new technology to increase efficiency and better serve the needs of all the customers involved.

Environmental Cost Analyses. The Bureau of Environment will develop a standardized process to track and analyze the costs of environmental requirements associated with transportation projects; and to identify opportunities for potential cost reductions. The first summary report will be completed in calendar year 2001.

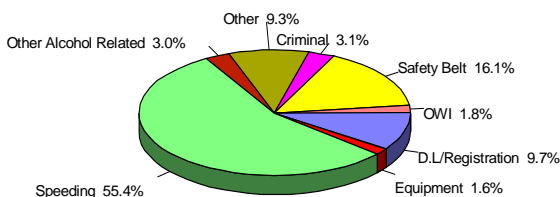
Disadvantaged Business Enterprise (DBE) Program Implementation. DBE firm capacity building will remain a focal point for the biennium. Some WisDOT efforts include the following: (1.) Working to retain and increase opportunities for DBE firms in an evolving market and regulatory environment; (2.) Actively creating and facilitating a Marquette Interchange DBE Program Advisory Committee for local involvement in planning, contracting and employment opportunities; and (3.) Developing and implementing a federally required statewide DBE Unified Certification Program for firms.

Division of State Patrol

The mission of the Division of State Patrol is to promote highway and public safety and to enhance the quality of life for all Wisconsin citizens and visitors by providing and supporting professional, competent and compassionate law enforcement services. DSP promotes highway safety through education, enforcement, partnerships and application of the latest technology. Efforts in the areas of traffic law enforcement, motor carrier inspections, criminal interdiction and the apprehension of impaired drivers are a core component of its business plan. Wisconsin's highway safety record continues well above the national average.

1999 – 2001 Performance

Enforcement Activities. Statewide highway safety remains the Divisions primary responsibility. In CY 2000, it made 628,946 enforcement and safety contacts. This resulted in 151,349 arrests involving motor and commercial vehicles. The remaining non-arrest contacts include warnings, motorist assists, crash investigations, vehicle inspections, and assistance to other law enforcement agencies. The following chart depicts the breakdown of State Patrol arrests.



Additional Cadet Training Classes to Eliminate Vacancies. Two consecutive recruit classes were trained in 2000. This hiring and training agenda met the objective of minimizing sworn vacancies and staffing

the 14 additional trooper positions statutorily authorized in the budget.

Digital Microwave Upgrade. Fourteen paths of microwave in the western half of the state were updated from analog to new digital technology, resulting in improvements in the statewide communications systems in that portion of the state. The Mobile Data Communications Network, which serves over 100 law enforcement agencies, operates more reliably where the new digital microwave has been deployed.

Very High Frequency (VHF) Trunking.

The VHF Trunking radio pilot was implemented and tested along the Interstate corridor from Janesville to Black River Falls. WisDOT and the Department of Natural Resources (DNR) jointly paid for the costs, and several other state and local agency programs tested the new technology. The pilot provided invaluable insight into the regulatory, technical and operational issues that need to be addressed.

Computer Aided Dispatch (CAD). DSP signed a contract with HTE, Inc. to purchase CAD software for automation of the dispatch, record keeping, and field paperwork functions. Although postponed during FY01 to resolve infrastructure issues, efforts were begun in 2001 to incorporate new technology and enhancements into the infrastructure.

DNR/DOT Radio Shop Merger. The merger of the State Patrol and DNR radio maintenance program was completed. Thirteen shop facilities were reduced to ten in the consolidation. This merger is providing a higher level of service to both agencies.

Replacement of Mobile and Portable Radios. State Patrol completed the

replacement of legacy mobile radios used in cruisers. All State Patrol cruisers now have updated radio equipment enhancing officer and public safety.

Preliminary Breath Testing Instruments (PBT). These breath testing instruments can determine whether there is probable cause to arrest a motorist for the operation of a motor vehicle while intoxicated. New Alco Sensor IV PBTs were purchased. The Division trained PBT usage to all State Patrol sworn personnel, provided PBT training and repair services to all state law enforcement agencies, and participated in education to attorneys and UW Madison law students. State Patrol continues to provide expert testimony in court in support of impaired driver prosecution.

Law Enforcement Pursuit Data Collection. State Patrol is required to collect and analyze pursuit data for all 613 Wisconsin law enforcement agencies. In 1999, 232 law enforcement agencies submitted reports (38%), recording approximately 900 pursuits statewide; in 2000, 150 law enforcement agencies submitted reports (25%), recording approximately 750 pursuits.

Academy. During 2000, the Academy conducted 109 programs presenting training to 2,995 students, half from the State Patrol, and the balance from other state, county, municipal and federal agencies. In FY01, these programs collected a tuition related revenue total of \$385,760.

2001 – 2003 Goals

Academy. DSP is working with the Governor's Office of Justice Assistance to administer the Police Corps federal grant and program, which is designed to address violent crime by increasing the number of local officers with advanced education and training who serve on community patrol. The Division is also planning to conduct the following advanced training programs:

Certified Public Manager's Program for Law Enforcement Managers, Mobile Video Instructor, Police LASER Instructor, Traffic Crash Reconstruction, and Proper Procedures for Law Enforcement Officers in Dealing with Diplomats and Foreign Nationals.

Motor Carrier Safety Assistance Program (MCSAP). For the first time, the 2001– 2003 biennial budget provided dedicated funding to support the 20% state match, allowing MCSAP to expand and enhance its operations by adding staff and providing necessary program technology and assistance. Six civilian business auditors and a commercial driver license auditor will be hired. MCSAP will also assist in funding technology related to motor carrier safety, including CVISN, Size/Weight Enforcement facilities upgrades, and infrared brake testing devices.

Computer Aided Dispatch (CAD). CAD implementation is planned in 2002. CAD will provide clear and concise enforcement, arrest and contact reports and allow for data-based decision making and data sharing among all of the district offices and division headquarters. CAD will utilize the Mobile Data and Communications Network (MDCN) using the Mobile Data Computers (MDCs) to record data. CAD will use mapping capabilities to display exact geographic locations on-screen for every State Patrol vehicle and officer.

Law Enforcement Pursuit Data Collection. The State Patrol will simplify pursuit data reporting by developing Extranet access for law enforcement agencies to submit reports electronically, encouraging more agencies to submit the mandated reports. This will reduce some in-house data entry activities and modifications to current databases. Analysis of each year's pursuit reports will include comparisons of previous years' analyses.

Division of Business Management

The Division of Business Management (DBM) provides services for other divisions in WisDOT. The Bureau of Financial Services (BFS) oversees development and operation of the Departmental financial management system, payroll and fringe benefits; as well as external auditing of consultants, transit systems and utilities. The Bureau of Automation Services (BAS) manages data processing programs, telecommunication programs, and information systems development for the Department. The Bureau of Management Services (BMS) handles space and property management, hazardous materials program management, risk management, procurement, supplies, forms, printing and communication services, vehicle fleet operations and employee safety. The Bureau of Human Resource Services (BHRS) is responsible for personnel services, training, employment relations, employee assistance, and oversight of the affirmative action programs. The Office of Organizational Development Services (OODS) is responsible for total quality management, strategic/business planning, performance measures, management development training, process improvement, and business reengineering and customer surveys.

1999-2001 Performance

Refined Hiring Process. An action item resulting from the Strategic Planning process was to refine the hiring process. In addressing this item, Departmental vacancy rates dropped from 6.8% in August, 1999 to 3.1% in August, 2001. The focus on the hiring process resulted in greater attention to staffing vacancies along with creation of Intranet help systems for supervisors and enabled the reduction in the vacancy rates. BHRS increased its efficiency in filling positions by improving the elapsed time for vacancies that

are filled with contractual transfers, non-contractual transfers or from current registers. BHRS completed its work in less than 30 days for 74% of these vacancies in 2000 compared to 63% of these vacancies in 1999.

Business Management Council. As a result of DBM strategic planning, the establishment of the Business Management Council was a priority for this biennium. This Council, with senior management representation from all divisions and the Executive Office, is now functioning. The Council participates in Department-wide planning for human resources, facilities and other administrative issues.

Exit Interview Program. A new exit interview questionnaire has been developed. This questionnaire and process is a result of a pilot involving the modal Divisions. The questionnaire is currently being sent to individuals who have left their organizational unit in the modal Divisions. Initial analyses are now being completed with the responses to the questionnaire. The program will be expanded to all Divisions during the next biennium. The program will also be expanded to include an option of a personal interview during the next biennium.

Procurement. The Department has worked with the Department of Administration and other agencies to develop a “reverse auction” method that allows bids for goods and services to be accomplished on-line in an auction format to obtain the lowest possible price for the commodity or service. Several auctions were held resulting in documented savings. Future vendors for the service are still being selected.

Printing Services. Efforts continued in this biennium to use digital technology to submit

and format print jobs. A number of highway letting bids are now being submitted to the WisDOT print shop electronically. One advantage of this method is that fewer lengthy bid documents need to be produced since additional copies can easily be printed at a later date.

2001-2003 Goals

Strategic Planning. The Division will lead the development of the Department's Strategic Plan. The Division is managing an event that brings together 140 front-line staff with management to identify the action items needed to move the Department ahead in the next two years. Once the plan is completed, the division will be assisting in actions to implement the Strategic Plan and assisting divisions with their business plans.

Wisconsin Forward Award. The Department will apply for the Forward Award to evaluate the progress on the performance excellence criteria. The Forward Award evaluates private and public sector organizations against a set of criteria patterned after the Malcolm Baldrige National Quality Award. The Department was the first agency to apply for the award and has now completed three applications.

Management Information. The Division is working to make more financial information accessible to Department managers. This

effort will focus initially on providing improved management information for the highway improvement program.

Automated Certification Request. Work continues on refining the hiring process with the development of automated systems. The Department is currently focusing efforts on the development of an automated certification process. This will include the hiring of permanent, project and limited term employees. This will create further efficiencies in the processes and will be connected to the Intranet help system (Hiring Help on the WEB), which is already in place.

Workforce Planning. The first WisDOT workforce plan will be completed during 2001-2003. This plan will identify short and long-term human resource needs. The goal of the plan is to prepare for future needs and be able to quickly address these needs as they occur.

Fleet Management. WisDOT will work with four other state agencies to improve fleet management by: (1) improving the vehicle purchasing process; (2) developing a single vehicle pool for Madison-area users; (3) finishing the development of a statewide data base; and (3) developing more effective means of managing vehicle maintenance.

Division of Motor Vehicles

The Division of Motor Vehicles (DMV) provides vehicle registration and titling services; driver examination and licensing; dealer regulation and licensing; services to motor carrier operators; commercial driving school regulation and consumer protection services. DMV handles the registration of 4.86 million vehicles and licenses 3.67 million drivers. DMV maintains a Customer Satisfaction Index (CSI) to measure customer satisfaction with telephone, in-person, mail and electronic services.

1999-2001 Performance

DMV Redesign. Operating After Revocation, 1998 Wisconsin Act 84, was implemented through redesign of the driver license withdrawal system. DMV completed a scoping study for the remainder of the basic vehicle system for title and registration issuance activities.

Occupational Licenses. Enhancements included same day issuance for all applications received before 2 PM; elimination of temporary driving receipts; central office processing of licenses requiring re-issuance; and translation of instructions into Spanish.

Mobile Technology. DMV, the Division of State Patrol (DSP) and CCAP (Circuit Court Automation Program) have piloted a system that allows the officer to create a citation in the vehicle using a laptop computer, transfer the data onto the court computer system, and transmit the conviction/withdrawal data to DMV.

Graduated Drivers Licensing (GDL) System. The GDL System became fully effective September 1, 2000. This system changed requirements for licensing new

drivers, requiring extensive administrative details to implement the new law.

Department of Revenue/Department of Workforce Development (DOR/DWD) Agreements. These agreements enable DMV to place liens on vehicles and/or the withdrawal of commercial driving school and instructor licenses for unpaid child support and unpaid taxes.

Commercial Vehicle Information Systems and Networks (CVISN). CVISN improves uniformity and communication of motor carrier safety and registration information across the country. WisDOT completed a high-level design and program plan for the initial system capabilities.

Oversize/Overweight (OS/OW) Vehicle Permitting System. Major achievements include improvements to the permit processing system and development of a web-based permit application.

License Plates Program. Plate reissuance began for autos and light trucks, and new special group plates were issued for Green Bay Packer, Ducks Unlimited, Laotian war veteran and Freemason.

DMV Fraud Prevention. To ensure product and service viability, DMV created a fraud prevention team, published a report detailing fraud prevention recommendations, and plans to hire a fraud prevention specialist to oversee a variety of initiatives.

Automated Road Test Scheduling (ARTSIII) System. An automated road test scheduling system allows the customer to make their appointment via telephone or Internet for the desired test location.

Efficiencies and Administrative Improvements:

- Telephone service centers were consolidated into Milwaukee and Madison locations.
- Management of all vehicle registration third-party programs was consolidated into one section.
- License reinstatement transactions moved from Customer Service Centers to the central office via mail processing of the 20,000 reinstatement transactions each year.
- Vehicle registration renewals can be processed at all emissions inspection/maintenance stations.
- New partnering opportunities lead to allowing vehicle auctions to print Certificates of Title at their own auction location.
- Internet use expanded to enable customers to download frequently used forms; Spanish language versions of forms available on-line; dealer licensing and consumer services provided on-line; and link provided to CarFax to check odometer history online, free of charge.

2001-03 Goals

DMV Computer Systems Redesign.

Redesign efforts will focus on driver occupational licensing and driver license reinstatements, and portions of the vehicle title and registration system redesign.

Implement Revised Drunk Driving Law Requirements. Implement new penalties for drivers convicted of two or more OWI offenses within any 5-year period must be implemented by September 30, 2001 to ensure compliance with federal requirements for repeat offenders.

Suspensions for Failure to Pay Forfeitures for Juvenile Violations. The authority of courts to order driver license suspensions for failure to pay forfeitures for juvenile non-traffic violations will be restored beginning October 1, 2001.

License Plate Reissuance. Reissuance of license plates will continue and DMV will work with affected groups to develop and issue license plates to meet the requirements of current law.

CVISN Implementation. Continued efforts will include establishing mechanisms to share safety and credential information with federal databases; implementing electronic screening of carriers by roadside enforcement; and creating electronic application for motor carrier credentials.

Oversize/Overweight (OS/OW) Vehicle Permitting System. Work will continue on the development of an automated permit routing and issuance system.

Automated Knowledge Testing. Implement automated knowledge-testing equipment to enhance the integrity and security of the driver license examination materials.

DMV Fraud Prevention. Additional initiatives will be implemented, including fraud risk evaluation, information hotline, fraud awareness plan, and development of a fraud database.

Recruit Class. Train a formal class of new staff to replace retiring highly experienced employees.

Department-Wide Flexible Work Schedules

The Department presently has 500 different work schedules used by its 3,705 full-time employees. These schedules allow employees to adjust their starting and leaving times and lunch breaks flexibly. They also allow three-and four-day workweeks for some employees.

The Department's 237 permanent part-time employees use another 200 different work schedules. These range from 0.3 to 0.95 FTE.

Finally, the Department hires 25 seasonal employees annually to meet short-term needs.

For More Information

www.dot.state.wi.us

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Fond du Lac, 851 S. Rolling Meadows Drive, P.O. Box 984, 54936, Captain David J. Pichette (920) 929-3700

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